

Government Efficiency and Accountability Review (GEAR)

GEAR35 Board Meeting

May 16th, 2023



<https://GEAR.Delaware.gov/>

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2023 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review May 9, 2023



Old Business

2023 GEAR Board Schedule

Location	Date	*Time
Carvel/Virtual	Tuesday, January 10th	10:00 a.m.
Carvel/Virtual	Wednesday, March 15th	10:00 a.m.
Buena Vista (In Person Only)	Tuesday, May 16 th	10:00 a.m.
Carvel/Virtual	Tuesday, July 11 th	10:00 a.m.
Carvel/Virtual	Tuesday, September 12 th	10:00 a.m.
Buena Vista	Wednesday, November 15 th	10:00 a.m.

Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or bobbi.divirgilio@delaware.gov for more information



New Business

- Introduction
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- GEAR P3
 - Innovation and Efficiency and Trailblazer Award Winners
 - Ready in 6
- GEAR/DHR Continuous Improvement Practitioner (CIP) Training
 - Cohort #5 (13 participants) complete training 6/15/23
 - Cohort #6 planning underway – *nominations begin July 2023*
- GEAR Field Team
 - 83 members upon Cohort #5 graduation
 - Continued emphasis on completing projects with quantifiable outcomes, including return on investment, through 2023



GEAR P3 Awards

- Both include financial incentives for award recipients as funded by matching contributions from our GEAR P3 private sector contributors and the State
 - GEAR P3 Innovation and Efficiency Award (Governor’s Team Excellence Apex Award) for teams of 6 or more nominees
 - **Restore the Corridor Team** – Department of Transportation
 - **Delaware Relief Rebate Team** – Department of Finance
 - GEAR P3 Trailblazer Award for individuals or teams up to 5 nominees
 - **Brian Calio**, Department of Health and Human Services
 - **DLC Portal Team**, Department of Human Resources – Darlene Hicken-Gott, Ashley Kavanagh and James Robinson
 - **Tonia Muncey**, Department of Services for Children, Youth and Their Families
 - **Larry Trunfio**, Department of Human Resources
 - **James T. Vaughn American Correctional Association Accreditation Team** – Department of Correction – Kara Austin, Renee Gutowski Chelsey Pernic, Damaris Slawik, and Michael Trader



GEAR P3 Award Contributors

Thank you to our private sector partners!

Special Thanks to our private sector selection committee members

- *Natalie Keefer – Bank of America*
- *Vernita Dorsey – WSFS Bank*

2022 DELAWARE GOVERNOR'S AWARDS

GEAR P3 INNOVATION & EFFICIENCY AWARD

BANK OF AMERICA



JPMORGAN CHASE & Co.

M&T Bank



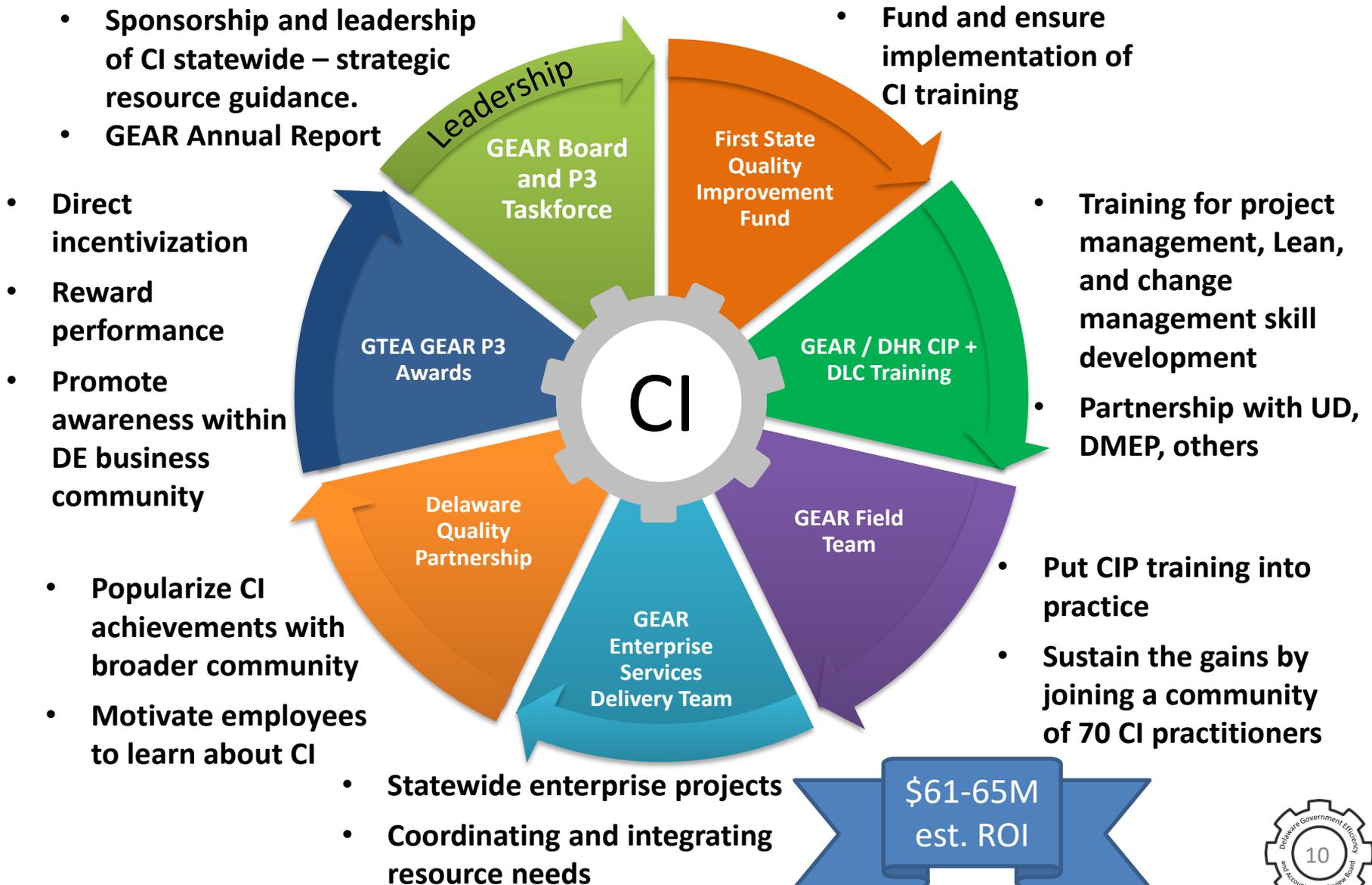
WSFS bank
We Stand For Service®



GEAR P3 Task Force

- Ready in 6 Survey - identified specific business permitting process pain points and bottlenecks
 - Ri6 Survey Follow Up Meetings
 - Additional depth gathered through the Committee of 100
 - Debrief meeting with Governor Carney occurred
 - Additional Input Received From
 - Coalition for a Sound Economy (CASE)
 - Delaware Prosperity Partnership (DPP) leadership
 - Next Actions
 - Share survey results with participants
 - Share results with P3 Taskforce
 - Propose program charter

Continuous Improvement (CI) Cycle



First State Quality Improvement Fund (FSQIF) Bill



The Government Efficiency and Accountability Review (GEAR) was established in 2017 to improve the quality, efficiency, and effectiveness of government services

Contact Info:

Dan Madrid, Deputy
Director of GEAR

302-256-7707

daniel.madrid@delaware.gov

GEAR's Progress with the First State Quality Improvement Fund (FSQIF)

- Established the Continuous Improvement Practitioner (CIP) training program, which has trained 70+ state employees to date
- CIP graduates and GEAR members manage a portfolio of 120+ projects
- The estimated return on investment over the life of these projects is \$61 - \$65M

What SB 90 Achieves

- Modernizes the language to reflect current industry accepted terminology from the continuous improvement field
- Affirms the partnership between GEAR and DHR in administering the training programs that are developed under FSQIF ensuring a commitment to data driven decision making in the use of the fund

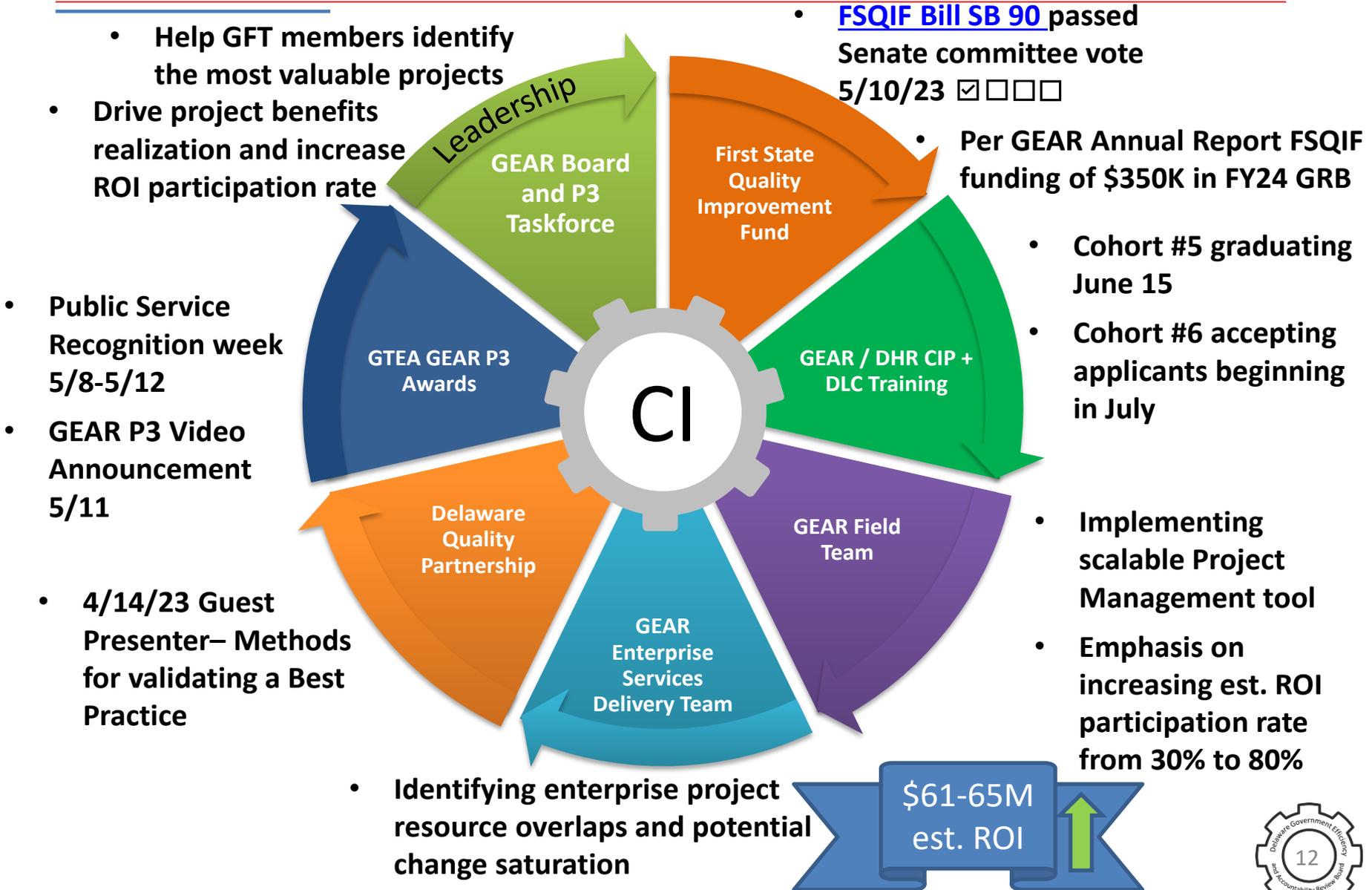
Background on FSQIF

- FSQIF was first established in 1996
- Funding was suspended from 2009 through 2018
- GEAR requested reinstated funding in 2016 for two cohorts of the CIP program per year in partnership with DHR
- Funding was reinstated at \$150,000 per year
- \$350,000 is proposed in the GRB for FY 2024 to expand continuous improvement training programs

To Learn More About GEAR, Please Visit:
gear.delaware.gov



Continuous Improvement (CI) Cycle



- Help GFT members identify the most valuable projects
- Drive project benefits realization and increase ROI participation rate

- [FSQIF Bill SB 90](#) passed Senate committee vote 5/10/23

- Per GEAR Annual Report FSQIF funding of \$350K in FY24 GRB

- Public Service Recognition week 5/8-5/12
- GEAR P3 Video Announcement 5/11

- Cohort #5 graduating June 15
- Cohort #6 accepting applicants beginning in July

- 4/14/23 Guest Presenter– Methods for validating a Best Practice

- Implementing scalable Project Management tool
- Emphasis on increasing est. ROI participation rate from 30% to 80%

- Identifying enterprise project resource overlaps and potential change saturation

GEAR Portfolio

- 14 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Project Health
 - Green Project performing to plan
 - Yellow Project experiencing manageable challenges
 - Red Project experiencing significant issues
 - Gray Project being assessed, withdrawn or on hold
 - Blue Project complete
 - Purple Quantifiable outcomes measured for project in operations

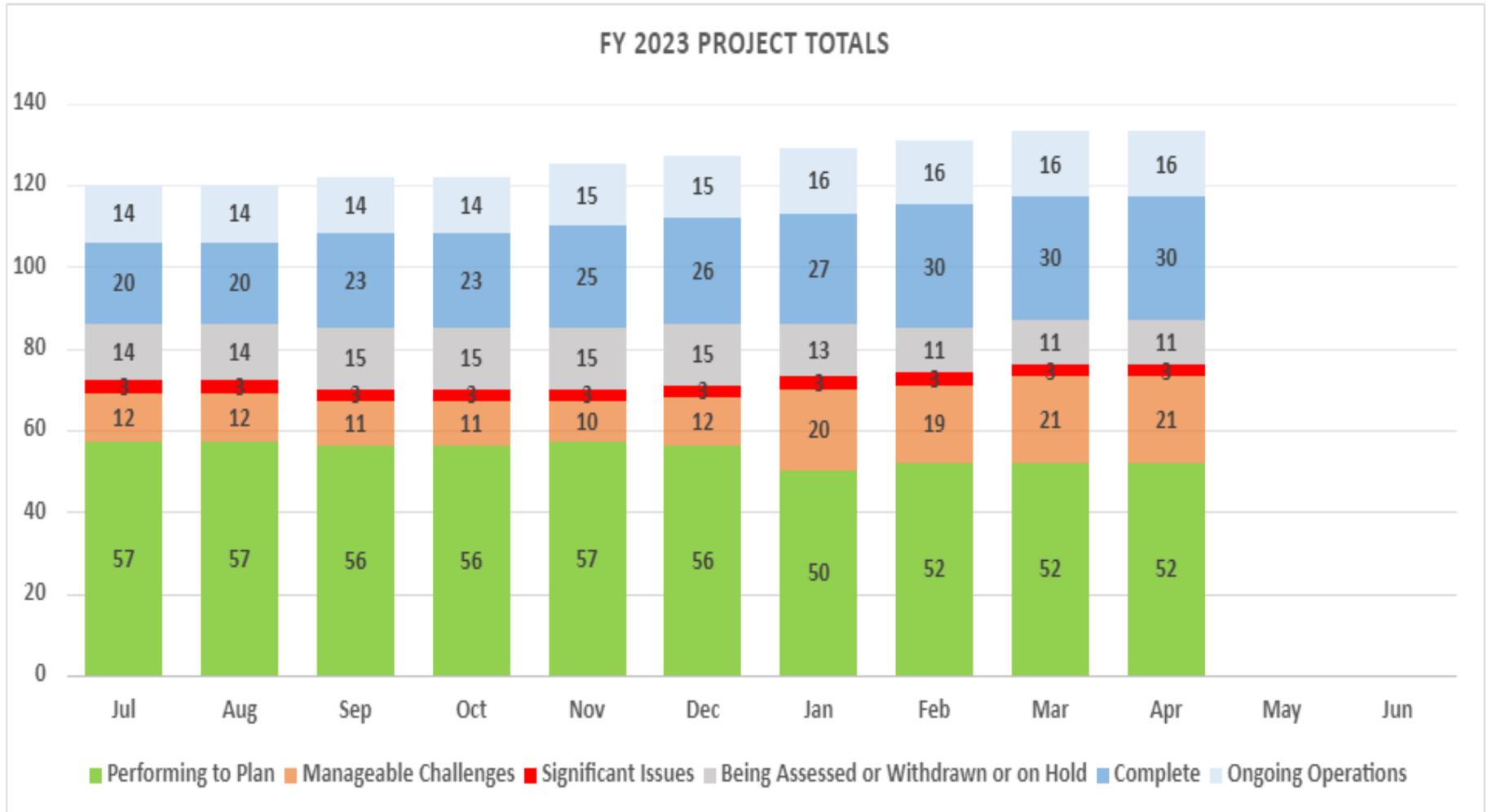
GEAR Portfolio Projects by Organization

Department	Number of Projects
Health and Social Services (DHSS)	28
State (DOS)	6
Judicial	9
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	10
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Corrections (DOC)	1
Safety and Homeland Security (DSHS)	2
Enterprise Services Delivery (ESD)	51
GEAR P3 (Public-Private Partnership)	3
GEAR	6
Total	133

***Enterprise Services Delivery team includes:**

- State Treasurer (OST)
- Finance (DOF)
- Technology and Information (DTI)
- Human Resources (DHR)
- Management and Budget (OMB)
- Auditor of Accounts (AOA)

GEAR Portfolio Projects by Project Health



Strategic Roadmap Overview

Enterprise Services Delivery (ESD) Team

ESD Strategic Project Roadmap View

- New projects and updates on major milestones
- Subset of ~130 projects in the project portfolio
 - Long-term and large-scale modernization projects
 - IT system (ERP) migrations and configurations
 - Integrated projects across multiple agencies

BENEFITS OF THE HIGH-LEVEL STRATEGIC ROADMAP
Develop enterprise strategy for agencies and systems, identify risks and integration points
Identify times of potential change saturation
Improve financial management and facilitate budgeting process
Identify economies of scale
Build desire for change and share lessons learned across agencies
Develop competency centers for project management, change management and business analysis
Estimate break-even and ROI
Reorient projects/agencies toward outcomes, rather than competing for resources ("silo mentality")

Strategic Roadmap – DTI, DHR, and DOF

Agency with Project #	Enterprise Level Projects	Start Date	Anticipated Completion Date	Current Project Phase	Priority	Primary Quantifiable Outcome Category	Cost	Remaining Days To Completion (Autocalculated Based on Completion Date)	Internal Effort (Estimated Total Staff Hours)	Estimated Return on Investment (ROI) Category	Agencies Impacted (Insert Agency Acronyms or "All" or "Most")
1.0	DTI Strategic Roadmap Projects										
1.1	Improve IT investment management through SEUS	7/1/2020	6/30/2025	Project Implementation	High	Enhanced Value	Medium (\$250K - \$1M)	557	200,000	High	Most
1.2	Digital Government Foundation Implementation	8/1/2021	12/31/2026	Requirements and Data Gathering	Very High	Customer Outcomes	Major (>20M)	950	200,000	High	All
2.0	DHR Strategic Roadmap Projects										
2.1	DLC Case Management System (DLC Support Portal)	2/28/2022	7/28/2022	Project Closeout	High	Process Improvement	Medium (\$250K - \$1M)	-207	950	Medium	All
2.2	ServiceNow Employee HR Service Center (Employee Success Center)	9/1/2023	9/1/2024	Requirements and Data Gathering	Medium	Customer Outcomes	High (\$1M - \$5M)	341		Medium	All
2.3	Automated Recruitment, Onboarding and Offboarding Solution	3/16/2022	7/1/2023	Contract/Award Development	Very High	Process Improvement	Medium (\$250K - \$1M)	36	5500	Medium	All
2.4	Electronic Human Resource Files (DHR OnBase)	6/9/2022	7/21/2023	Project Implementation	Very High	Process Improvement	Medium (\$250K - \$1M)	51	1000	Medium	All
2.5	Digitizing Human Resources Documents	1/1/2022	12/31/2024	Project Implementation	Very High	Process Improvement	Medium (\$250K - \$1M)	428	1000	Medium	All
2.6	Classification/Compensation Workflow Tracking System	4/1/2020	12/31/2023	RFP In Process	Medium	Process Improvement		166		Medium	All
3.0	DOF Strategic Roadmap										
3.1	Integrated Revenue Administration System (IRAS)	7/15/2019	8/1/2024	Project Implementation	Very High	Process Improvement	Major (>20M)	320	100,000	Medium	All
3.2	ERP Migration -- FSF	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1601	204,000	Medium	All

Strategic Roadmap – DTI, DHR, and DOF

Instructions - Please fill in columns A through L for your agency. Notes are included under each column header with detail on the criteria, in addition to a key for each criteria set at the bottom of this document.		SFY22				SFY23 (Jul 22 - Jun 23)				SFY24 (Jul 23 - Jun 24)			
		4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
Agency with Project #	Enterprise Level Projects												
1.0	DTI Strategic Roadmap Projects												
1.1	Improve IT investment management through SEUS	M	M	M	M	M			M	M	M	M	
1.2	Digital Government Foundation Implementation	MP	MP	MP	MP	MP	MP	P	MP	MP	MP	MP	
2.0	DHR Strategic Roadmap Projects												
2.1	DLC Case Management System (DLC Support Portal)	M	M										
2.2	Servicellow Employee HR Service Center (Employee Success Center)				H	H			H	H	H	H	
2.3	Automated Recruitment, Onboarding and Offboarding Solution	M	M	M	M	M							
2.4	Electronic Human Resource Files (DHR OnBase)	M	M	M	M								
2.5	Digitizing Human Resources Documents	M	M	M	M	M			M	M	M	M	
2.6	Classification/Compensation Workflow Tracking System	L	L	L	L	L			L				
3.0	DOF Strategic Roadmap												
3.1	Integrated Revenue Administration System (RAS)	MP	MP	MP	MP	MP	MP	P	MP	MP	MP	MP	
3.2	ERP Migration – FSF		MP	MP	MP	MP	MP	P	MP	MP	MP	MP	

Strategic Roadmap – OMB and OST

Agency with Project #	Enterprise Level Projects	Start Date	Anticipated Completion Date	Current Project Phase	Priority	Primary Quantifiable Outcome Category	Cost	Remaining Days To Completion (Autocalculated Based on Completion Date)	Internal Effort (Estimated Total Staff Hours)	Estimated Return on Investment (ROI) Category	Agencies Impacted (Insert Agency Acronyms or "All" or "Most")
4.0	OMB Strategic Roadmap Projects										
4.1	Lower Lease Costs and Restructure Lease Program	10/1/2018	6/30/2023	Project Implementation	Medium	Reduced Costs	Low (\$100K - \$250K)	36	2000	High	Most
4.2	Statewide Land Use Inventory	8/8/2018	6/30/2024	RFP In Process	High	Process Improvement	Medium (\$250K - \$1M)	296	1,350	Medium	All
4.3	Reintroduce Strategic Planning and Performance Budgeting Processes (GAA)	1/1/2023	7/1/2026	Requirements and Data Gathering	Low	Enhanced Value	Low (\$100K - \$250K)	819	80,000	High	All
4.4	ERP Migration -- PHRST, OPEN	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1601	204,000	Medium	All
5.0	OST Strategic Roadmap Projects										
5.1	Local (over the counter) banking project	9/1/2019	12/31/2023	Project Implementation	Medium	Process Improvement	Medium (\$250K - \$1M)	166	920	Low	Most (Agencies with OTC Banking Needs)
5.2	Digital government - payment portal	10/1/2021	12/31/2024	Project Implementation	High	Customer Outcomes	Medium (\$250K - \$1M)	428	7,300	Medium	Most (Agencies with credit/debit/ACH needs)
5.3	PCI/DSS Compliance		6/30/2024	Project Implementation	High	Process Improvement	Medium (\$250K - \$1M)	296	16,000	High	Most (Agencies with credit card, debit card, charge card needs)
5.4	Treasury management system(s)	4/1/2022	12/31/2025	RFP In Process	Medium	Process Improvement	Medium (\$250K - \$1M)	689	4,000	High	OST/DOA/OTI

Strategic Roadmap – OMB and OST

Instructions - Please fill in columns A through L for your agency. Notes are included under each column header with detail on the criteria, in addition to a key for each criteria set at the bottom of this document.		SFY23 (Jul 22 - Jun 23)					SFY24 (Jul 23 - Jun 24)				
		SFY22	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Agency with Project #	Enterprise Level Projects										
4.0	OMB Strategic Roadmap Projects										
4.1	Lower Lease Costs and Restructure Lease Program	L	L	L	L	L					
4.2	Statewide Land Use Inventory	M	M	M	M	M	M	M	M	M	M
4.3	Reintroduce Strategic Planning and Performance Budgeting Processes (GAA)				L	L	L	L	L	L	L
4.4	ERP Migration – PHRST, OPEN		MP	MP	MP	MP	MP	MP	MP	MP	MP
5.0	OST Strategic Roadmap Projects										
5.1	Local (over the counter) banking project	L	L	L	L	L					
5.2	Digital government - payment portal	M	M	M	M	M	M	M	M	M	M
5.3	PCI DSS Compliance	M	M	M	M	M	M	M	M	M	M
5.4	Treasury management system(s)	M	M	M	M	M	M	M	M	M	M

Strategic Roadmap Overview

Totals by Priority (Risk Level) -->	Low	1		Totals by Cost-->	Low	2		Totals by ROI Category-->	High	6
	Medium	7			Medium	10			Medium	11
	High	10			High	1			Low	1
	Very High	5			Very High	0			Negative	0
					Major	4				

GFT Deep Dive Project Presentations

1. Specialized
Therapeutic
Programming for
Residents with
Dementia

Dr. Melissa Winters, DHSS

2. RFID Update in
Delaware Libraries

Michelle Hughes, DOS

SPECIALIZED THERAPEUTIC PROGRAMMING FOR RESIDENTS WITH DEMENTIA

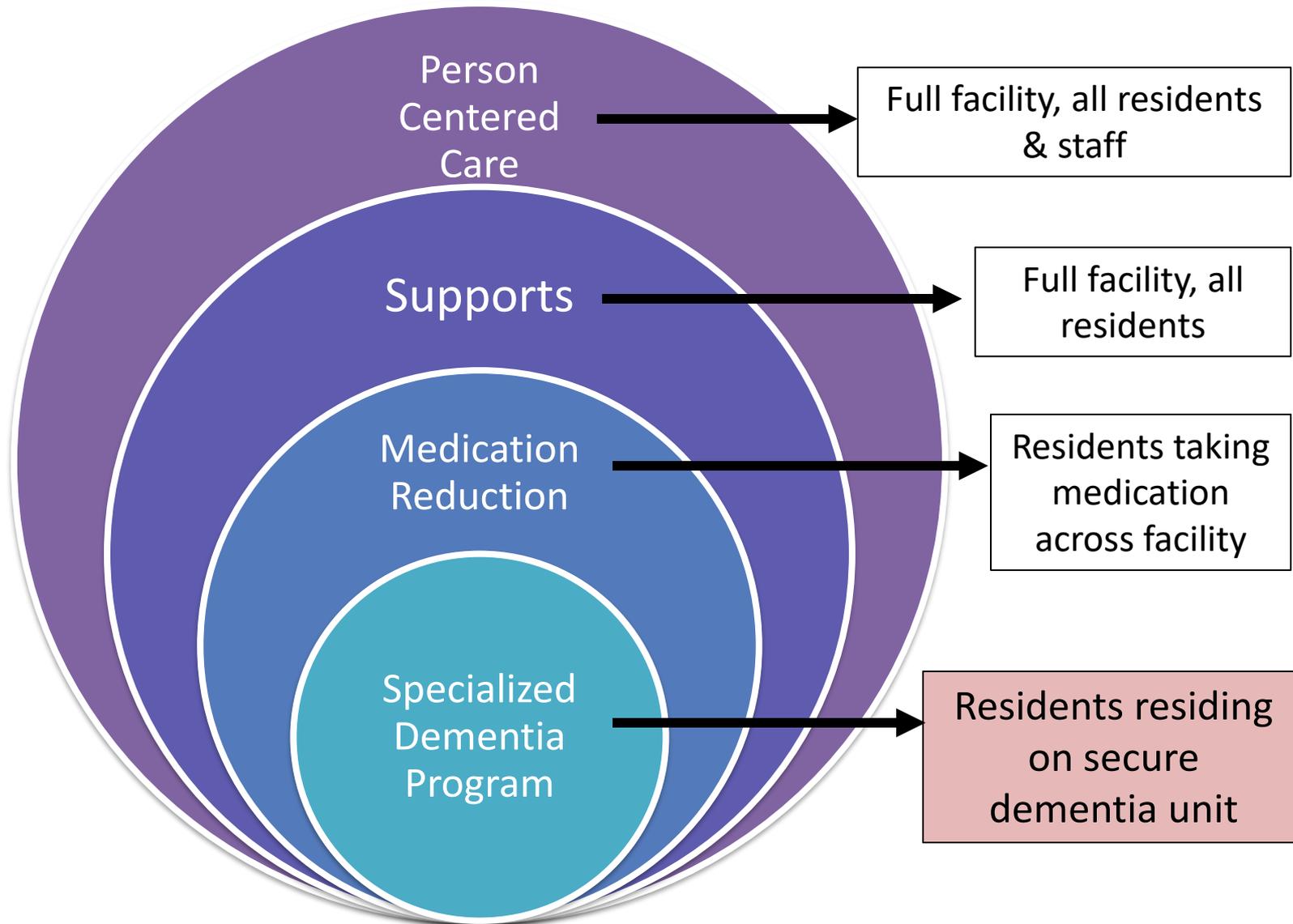
Melissa Winters, PsyD

Delaware Hospital for the Chronically Ill

*Division of Services for Aging & Adults with Physical
Disabilities*

Department of Health & Social Services

Relationship Between Projects



Overview

- What is the issue/problem being addressed?
 - Process Improvement Project focusing on addressing behavioral needs of the secure dementia unit through structured programming
- What is the desired outcome?
 - Implement a structured therapeutic program for residents with dementia
 - Program to include:
 - Quality of life activities
 - Nonpharmacological interventions
 - Staffing plan
 - Meaningful training
 - Changes to physical environment

Background

- Why is this project important?
 - Therapeutic needs differ as dementia progresses
 - A secured dementia unit community has specialized needs
- What is the significance of this project?
 - Structured programming improves:
 - Quality
 - Efficiency
 - Adherence to best practices
 - Regulatory compliance

Background

- What is the estimated return on investment (costs versus benefits) for this project?
 - Improved outcomes for residents
 - Relationships + QOL
 - Supporting autonomy and independence
 - Staff outcomes
 - Strengthen sense of professional efficacy
 - Retention & commitment to the profession
 - Potential financial impact
 - Improved health can reduce healthcare utilization or prevent increased costs
 - Clinically meaningful improvement

Progress

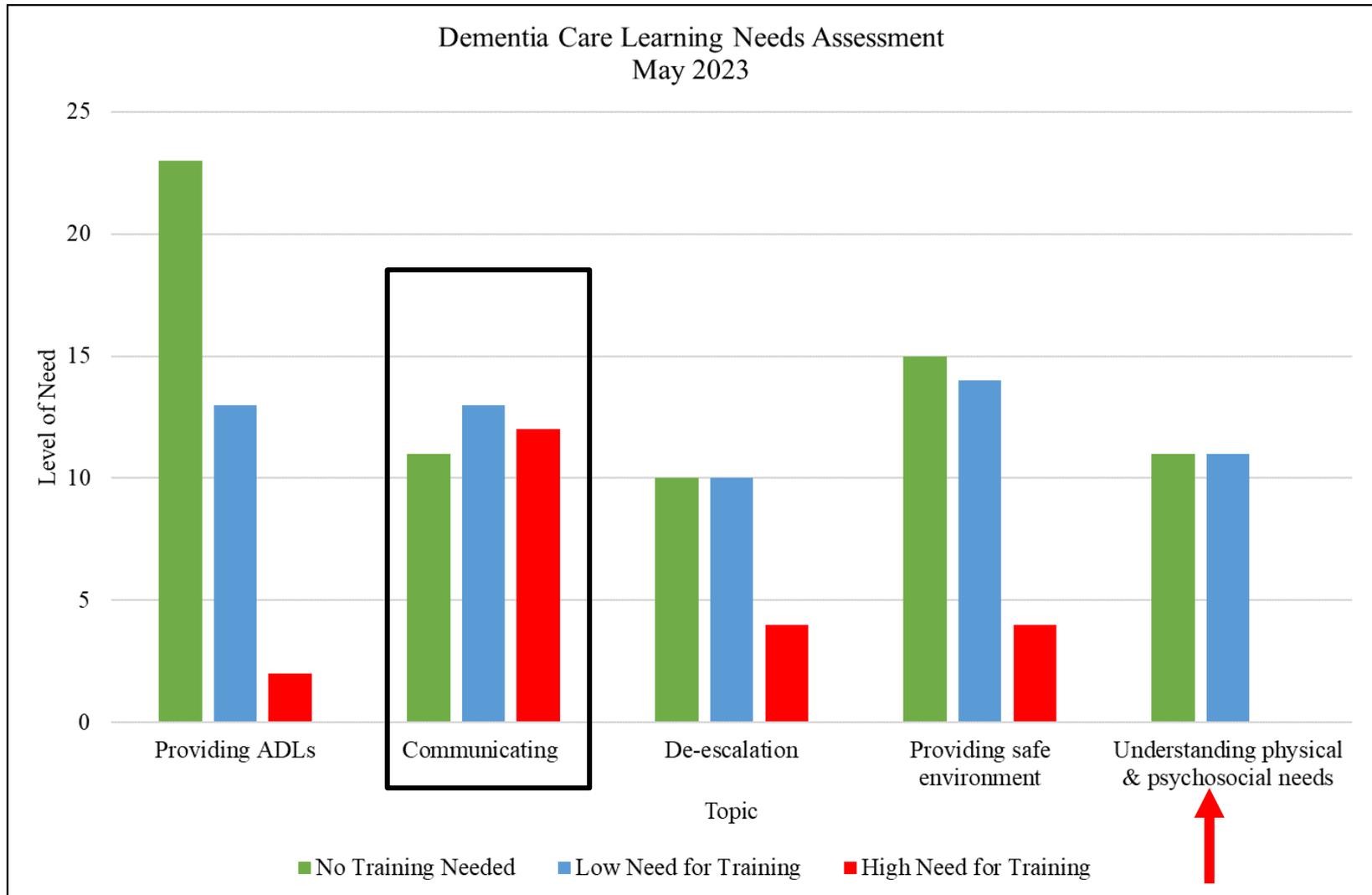
- What is completed on this project?
 - Charter approval
 - Learning Needs Assessment
 - Space planning

- What is the progress toward goals?
 - Continue environmental modification
 - Advocacy from leadership

Measurable Outcomes

- Initial quality measure: decrease by national comparison
- Internal documentation of symptoms: Pre/post & ongoing audits – target 25% change
 - Decrease frequency/severity or number of residents
- Staff sense of professional efficacy:
 - Staffing decisions based on goodness of fit
 - DACE (Dementia Awareness Competency Evaluation)
- Outcomes measures of training
 - Before/after self-reported training needs
 - Use of Virtual Dementia Tour

Baseline Learning Assessment



Next Steps

- What are the next steps in this project?
 1. Propose staffing approach and learning plan to champion
 2. Gather additional data on staff attitudes and knowledge level specific to unit
 3. Continue to collaborate with project champion and project sponsor
- What is the timeline for completion?
 - 6 months

Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - TIME & BANDWIDTH
 - Project team collaboration
 - Staff availability for training
 - Competing priorities
 - Natural resistance to change

GEAR Board Ask

- What does the project need from the GEAR Board?
 - Continued support of efforts for optimal dementia care
 - Connections with potential sources of support

RFID UPDATE IN DELAWARE LIBRARIES

*Michelle Hughes
Department of State
Division of Libraries*

Overview

- What is the issue/problem being addressed?
 - Individual item library material checkout and inventory are time consuming.
- What is the desired outcome?
 - Bulk-checkout by staff and self-checkout by patrons are possible with RFID tags.
 - Improve inventory management
 - Increase staff capacity to serve patrons



Adding RFID (radio frequency identification) tags to library materials

Background

- Why is this project important?
 - Improve the patron circulation experience
 - Increase library staff capacity to address higher-level patron needs
- What is the significance of this project?
 - Delaware Libraries' circulation practices will be in line with others nationally
- What is the estimated return on investment (costs versus benefits) for this project?
 - Early stage; not yet fully quantified
 - [rough estimate up to ~250K in projected savings]

Progress

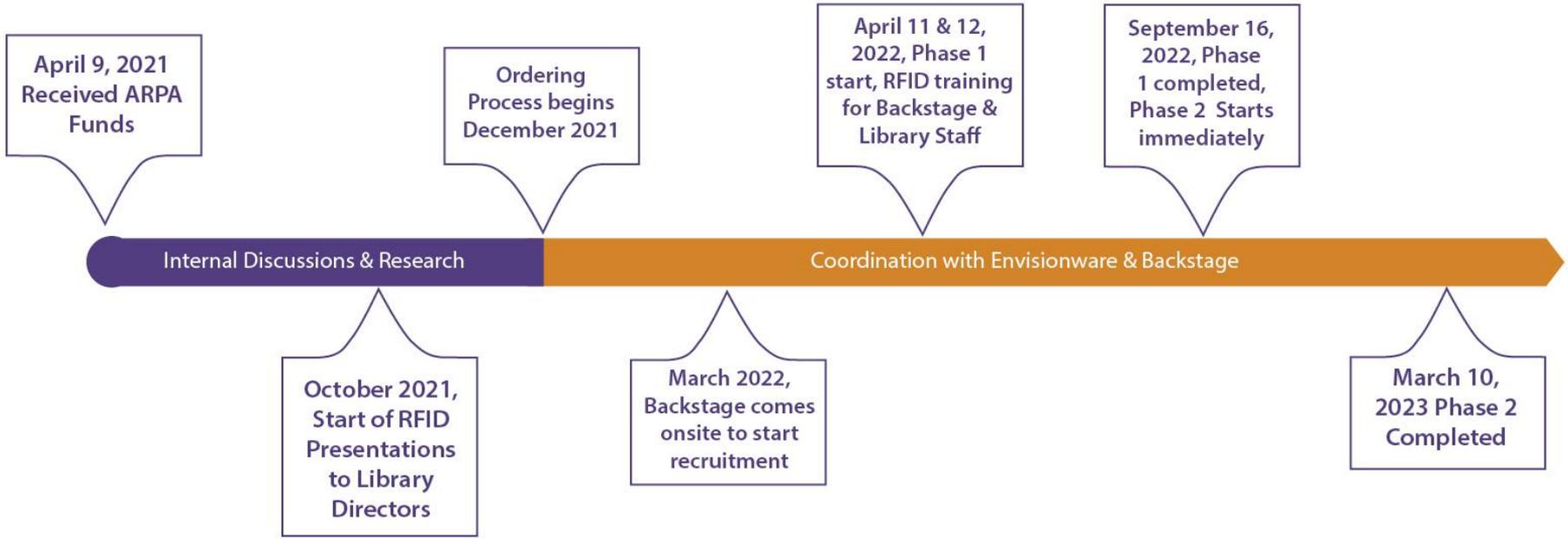
- What is completed on this project?
 - 47 libraries' collections statewide are RFID tagged, staff trained & equipment in use for circulation
- What is the progress toward goals, and the estimated measurable outcomes?
 - School libraries made future-ready with RFID tags, equipment and staff training as they join the DLC catalog
 - Customers and staff enjoy the more seamless check-out process

Progress, continued



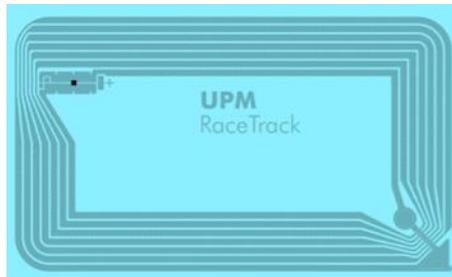
Envisionware onsite

- June 2022
- August 2022
- January 2023
- April 2023



Progress, continued

- Understanding RFID
 - Held multiple introductory sessions for library directors
 - Gathered input to decide what to purchase
 - Kept purchases standard



Next Steps

- What are the next steps in this project?
 - School libraries join the Delaware Library Catalog, collections are weeded, re-barcoded and tagged, staff trained, self-checkout machines installed
 - Gathering quantitative and qualitative impact data
- What is the timeline for completion?
 - Fall 2025 evaluation of school libraries project status

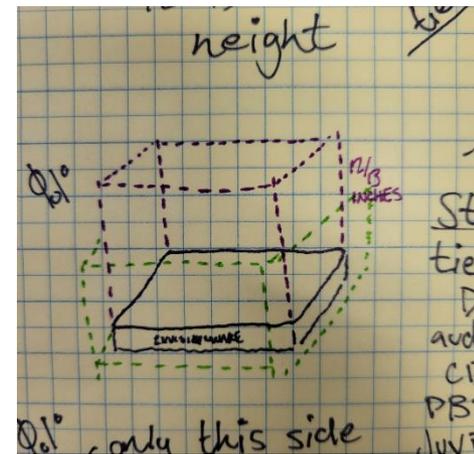
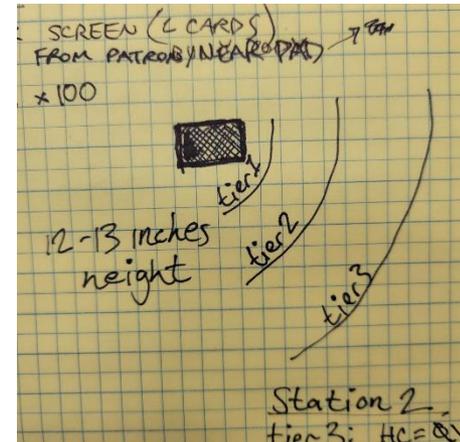
Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Vendor issues – staffing, billing
 - Inventory technology compatibility issues
 - Staff comfort level with process changes & adapting to the technology
 - Weed first to be prudent with funds



Challenges

- Staff Feedback
- Tip! Let them test and provide solutions



GEAR Board Ask

- Encourage school district officials to join the Delaware Library Catalog
- Benefits:
 - Students: Broader access to library materials
 - Staff: Professional development opportunities

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

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Department of Finance